

**CONFIDENTIAL**

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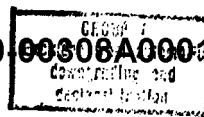
MEMORANDUM FOR: Acting Deputy Director for Support

SUBJECT : For your DDs Meeting  
Some Cut Issues re the Senior Seminar

1. Do our senior officers -- good GS-15's and supergrades -- really need training? Does participation in a good training program help a senior officer do his job better, or help him when he takes on a more responsible job, and thus improve the capability and effectiveness of the Agency? For what number of our officers, GS-15 and up, do these conditions apply?
2. Does the Senior Seminar, based on the experience of two runnings, cut the mustard?
3. If a decision is made to continue the Senior Seminar, we must keep trying to keep it a high quality program and work constantly to improve it -- thus making it more valuable to the Agency.
  - a. It must be kept vigorous and current. Twice a year is ideal. Once a year means the operators of the Seminar forget the lessons learned before the next running a year away.
  - b. OTR will have problems keeping a staff together to run it only once a year.
  - c. The Senior Seminar is the Agency's principal Executive Development training program. The Seminar is a good safety valve to show we are in step with administration policy in the area. Forty officers a year -- out of an Agency population of GS-15's and supergrades [REDACTED] -- is not a heavy drain.
  - d. The Senior Seminar, as the cap-stone of our pyramid, completes the training cycle from EOD to Midcareer to Senior responsibility.
4. Proposal: A fall back position -- If the Senior Seminar is not approved for two runnings annually.

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Approve the Senior Seminar for three runnings - spring and fall - which would go through the fall running of 1973. Then take a new look at how hard it is to select participants and at the amount of interest and demand. Based on the first two runnings, OTR tells me this demand is growing, as indicated by inquiries of individual senior officers and calls from components as to the next running. But running-to-running approval only hobbles the staff and the planning of nominations. Also, almost half the time from conclusion of the last Seminar - 12 May - until the proposed start of the next - 17 September - has passed.

  
Acting Director of Training

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